

DEPARTMENT OF THE NAVY
Office of the Chief of Naval Operations
2000 Navy Pentagon
Washington DC 20350-2000

OPNAVINST 1500.72B
N3/N5
23 January 1996

OPNAV INSTRUCTION 1500.72B

From: Chief of Naval Operations

To: All Ships and Stations (less Marine Corps field addressees not having Navy personnel attached)

Subj: NAVY FEDERAL EXECUTIVE FELLOWSHIP PROGRAM

Ref: (a) CJCSI 1800.01 (NOTAL)
(b) CJCS memo CM-209-94 of 13 Apr 94 (NOTAL)
(c) MILPERSMAN Article 6620130

Encl: (1) Application Procedures
(2) Sample Curriculum Vitae

1. **Purpose.** To provide information, policy and procedural guidance for the Navy Federal Executive Fellowship (FEF) program. This instruction has been extensively revised and should be reviewed in its entirety.

2. **Cancellation.** OPNAVINST 1500.72A.

3. **Background.** The Navy FEF program was established in 1971 for the purpose of providing the opportunity for officers to gain an improved understanding of the formulation and conduct of foreign policy and the intricacies of the decision making processes at the highest levels of government. These officers will be subsequently available for some of the most demanding and challenging billets Navy has in the areas of strategic planning, politico-military affairs and program planning. To support this program, Navy has accepted invitations to provide Navy Fellows on an annual basis to the following universities and institutions which currently comprise the FEF program:

a. The American Enterprise Institute for Public Policy Research (Washington, D.C.)

b. The Atlantic Council of the United States (Washington, D.C.)

c. Boston University Institute for the Study of Conflict, Ideology and Policy (Boston, Massachusetts).

d. The Brookings Institution (Washington, D.C.)

e. Center for Strategic and International Studies (CSIS) (Washington, D.C.)

f. The Council on Foreign Relations (New York, New York)

g. Massachusetts Institute of Technology (MIT) Defense and Arms Control Studies (DACS) Program (Cambridge, Massachusetts)

h. The Department of State Foreign Service Institute (Washington, D.C.)

i. Harvard University Center for International Affairs (Cambridge, Massachusetts)

j. Harvard University National Security Fellows Program (Cambridge, Massachusetts)

k. Harvard University Olin Institute for Strategic Studies (Cambridge, Massachusetts)

l. Hoover Institution on War, Revolution, and Peace (Palo Alto, California)

m. The RAND Corporation (Santa Monica, California)

n. Tufts University Fletcher School of Law and Diplomacy (Medford, Massachusetts)

Assignments to the FEF program will be for 1 year commencing each August. In accordance with references (a), (b), and (c), successful completion



23 January 1996

of the FEF program is considered the equivalent of attendance at an intermediate or senior Service college, depending on the institution attended and the rank of the Navy Fellow.

4. Fellowship Descriptions

a. **The American Enterprise Institute for Public Policy Research.** A non-partisan, non-profit, publicly-supported research and educational institution that provides a select group of scholars, public officials, business leaders, journalists and others a free and open forum to debate vital issues of public policy. Fellows pursue independent research projects and participate in Institute studies, conferences, and seminars on a wide range of issues. Requirements: O4-O6; advanced degree and/or experience relating to either National Security Affairs, Strategic Planning or Navy Program Planning.

b. **The Atlantic Council of the United States.** A non-profit, educational organization that maintains close working relations with comparable organizations in other countries of the North Atlantic Treaty Organization (NATO) and the Organization for Economic Cooperation and Development (OECD). The Fellowship program allows senior level officers from U.S. Government departments and agencies, the private sector, organized labor, the media and the university community the opportunity to expand their understanding of international affairs through individual study and research and participation in the Council's various study groups. Fellows are exposed to a wide range of political, economic, security and information problems and the means of dealing with them. They work with present and former civilian and military government officials, business leaders, and academics who comprise the Council's Board of Directors and its committees and working groups. Requirements: O4-O6.

c. **Boston University Institute for the Study of Conflict, Ideology and Policy.** The Institute focuses on conflict-prone societies that confront periods of crisis. Its current work concerns domestic, especially ethnic, tensions, and

international problems facing decision makers in the former Soviet Union, its former allies and surrogates. The Institute is research and publication-oriented in the areas of the international security environment of the U.S. and the West, and the security structure, personnel and policy trends within the former Soviet Union and their effect on international security. The Institute has established and developed a sophisticated, automated information system on the former Soviet Union that constitutes the largest unclassified database of its type in the West. The Institute's many contacts in Russia provide unique insights into policy making and policy trends. Fellows at the Institute enhance the program by adding a naval and global perspective gained through their operational and doctrinal backgrounds. This reinforces the Joint Service approach to national security. Requirements: O5-O6; should have National Security education/experience concentrated in Russian-East European studies, and Joint Staff experience.

d. **Brookings Institution.** The Brookings Institution is a private non-partisan, non-profit organization devoted to research, education and publication in economics, government, foreign policy and the social sciences. Its principal purpose is to bring knowledge to bear on the present and emerging public policy problems. The Brookings FEF program is designed to afford an opportunity for independent study and research for senior men and women from the executive branch of federal, state and local government for the purpose of increasing their knowledge, proficiency and skill, and to permit government executives to make research contributions to public policy issues. The Navy Fellow is generally associated with the Defense Policy Group and participates in ongoing Institute studies. Additionally, each Fellow is expected to pursue a personal research project on a topic of choice and to present an in-depth, analytical paper for discussion by the Institute and its resident Fellows. Requirements: O5-O6; Operations Analysis/Politico-Military affairs education/experience and Washington, D.C. experience.

e. **Center for Strategic and International Studies (CSIS).** CSIS is a non-profit, interdisciplinary, research organization and forum concerned with the international implications of present and prospective foreign and domestic issues. The Centers goal is to aid the nation's leaders and citizens by alerting them to emerging problems and by gathering together people with insight and knowledge to discuss solutions. The Center is well-equipped to function in an interdisciplinary and nonpartisan fashion and to take a long-range view which contemplates unanticipated consequences that frequently lie outside the policy maker's line of vision. The Navy Fellow at CSIS actively participate in all Center programs, research projects, seminars, and conferences. In addition, the Navy Fellow is expected to contribute analytical papers on issues under study by the Center as well as to provide research support and assistance to the Center's resident scholars and Fellows. Requirements: O5-O6; politico-military subspecialist desired.

f. **The Council on Foreign Relations.** A privately-funded, non-profit and nonpartisan educational and research organization that provides a unique forum which brings together leaders from the academic, public and private worlds with the purpose of: Breaking new ground in the consideration of international issues; helping shape American foreign policy in a constructive, non-partisan manner; and providing continuing leadership for the conduct of our foreign relations. Fellows of the Council participate in various study groups, research projects, conferences, and seminars during their tenure. Requirements: O6 (O6 selectees); must have experience in politico-military affairs.

g. **MIT Defense and Arms Control Studies (DACS) Program.** DACS is an interdisciplinary graduate-level research and educational activity that focuses primarily on the technical and institutional aspects of security policy. In addition to a full range of graduate courses and seminars, DACS sponsors several research groups on topics ranging from alternative national strategies to techniques for measuring regional balances of power. Fellows

participate as full members in a research working group of his or her choice. As an affiliate of this program, fellows also have privileges to attend all seminars and lectures at MIT. Requirements: O4-O5; experience in international security and national security policy desired.

h. **U.S. Department of State Foreign Service Institute.** The Executive Seminar in National and International Affairs at the Foreign Service Institute brings together a select group of senior career officers and provides them the opportunity to identify, analyze, and reflect on major developments and trends in the United States and abroad which should be weighed in the decision making process at the national level. The fundamental assumption of the seminar is that the qualifications of its members for senior career management and advisory roles in the government will be enhanced by the intensive program of lectures, readings, group discussions, travel and case studies that the seminar offers. Requirements: O6 (O6 selectees).

i. **Harvard University Center for International Affairs.** The Harvard Fellow program is directed to exceptional, experienced individuals with demonstrated capacity for independent thought and analysis. The program is composed of senior officials from various countries engaged in international affairs who spend the academic year in advanced study and research at Harvard. Each Navy Fellow is free to pursue his or her own interests during the year, but each is expected to write at least one serious analytical paper on a topic of choice for discussion at a Center seminar. Requirements: O5-O6; experience in national security, foreign policy, arms control and related issues are desired.

j. **Harvard University National Security Fellows Program.** The National Security Program is located at Harvard University's John F. Kennedy School of Government and is directed to military officers at the O5/O6 level and senior civilian officials. Fellows study foreign and defense policy and a range of national security issues including strategy, joint matters, systems acquisition, arms

control, the budget process and management techniques. The work is war college level and includes an academic curriculum, outside speakers, and practical exercises. Each Navy Fellow is expected to participate in a group-effort writing of a major paper for the national security community. Requirements: O5-O6; must have experience in politico-military affairs, national security affairs, or strategic planning.

k. Harvard University Olin Institute for Strategic Studies. The John M. Olin Institute for Strategic Studies conducts research on crucial topics of national security and strategy, with a view to illuminating the security problems confronting the United States and its allies. Fellows will be exposed to a wide range of thinking on broad issues of national strategy, international affairs, and U.S. defense policy. Each Navy Fellow is expected to produce an in-depth, analytical paper, and to participate actively in the intellectual life of the Institute, taking part in seminars, presenting papers, and discussing the work of their colleagues. Requirements: O5-O6.

l. The Hoover Institution on War, Revolution and Peace. The Hoover Institution at Stanford University is a multi-discipline research center with major programs in international, domestic and national security affairs studies. Fellows pursue independent research projects and participate in Institute studies, conferences, and seminars on a wide range of issues, while at the same time providing a "real (defense) world" military perspective to resident Institute scholars and academicians. Requirements: O4-O6.

m. RAND Corporation. A private, non-profit organization, established in 1948 as a program of scientific research and analysis. RAND conducts studies concerned with the security and public welfare of the United States. Work at the Corporation involves most of the major disciplines in the physical and social sciences with emphasis on their application to problems of policy and planning domestic and foreign affairs. Fellows pursue independent research projects and participate in

corporation studies, conferences and seminars on a wide range of issues. Requirements: O4-O6.

n. Tufts University Fletcher School of Law and Diplomacy. The Tufts Fellow program is directed to exceptional, experienced individuals with a demonstrated capacity for independent thought and analysis. Fellows in the international field must possess a sound knowledge and understanding of the international environment--legal, economic, political, historical, cultural--in which governments, international organizations, and private institutions conduct their international activities. Full recognition must be given to: The realities of national power, military force, and peacekeeping; the problems of the developing world, energy and resources; the roles of international law and international organization; the impact of communication and history upon current perceptions and policies; and the interaction of civilization and cultures.

Requirements: O5-O6; education/experience in international security and national security affairs desired.

5. Policy

a. General. Navy's FEF program helps fill the requirement for senior-level officers knowledgeable in politico-military affairs, strategic planning, and program planning. In so doing, the program broadens the experience level of the individual officer and enhances Navy's ability to fulfill effectively its role in the national policy development process. Navy assigns a high priority to selecting only the most outstanding officers with demonstrated potential for this program, with the firm intent of subsequently using them in key billets of high value to Navy. Eligible officers are encouraged to apply each year that their career progression will support.

b. Eligibility. Fellowships will be awarded on a competitive basis to active duty unrestricted line and restricted line officers, in the permanent grade of lieutenant commander and above, at the time of the selection board, who have demonstrated

23 January 1996

sustained, exceptional levels of performance and clear potential for further assignments in the most critical billets in the subspecialty areas of politico-military affairs, strategic planning, and program planning. As previously indicated, several of the fellowships are limited to officers in the grade of commander and/or captain. Although not required for application, an appropriate subspecialty, related post-graduate education and/or staff level experience are desired. Fellowships are considered Service college equivalent, but previous attendance at a Service college does not preclude eligibility for this program. Amplifying information concerning the FEF program will be provided prior to the annual selection board in OPNAV 1560 series notices.

c. Selection Procedures

(1) The FEF Selection Board will be convened annually by the Chief of Naval Personnel (Pers-00). Selection Board members will be chosen by standard selection board procedures.

(2) Applications will be submitted to Pers-440 in compliance with enclosures (1) and (2). Selection will be based on career performance, academic qualifications, promotion potential, needs of the Service and availability.

(3) Officers selected to serve as a FEF will be required either to accept or decline the fellowship assignment within 30 days of the release of the selection board results. Thereafter, selectee-initiated requests to decline a fellowship assignment will not normally be approved. Openings will be filled with alternates in accordance with their order of selection by the FEF Selection Board.

d. Obligated Service. Officers participating in the FEF program may not resign from the Service while in the program and will be required to serve on active duty for 2 years following completion of the fellowship. This obligation is to be served consecutively with other obligated service. Orders assigning selected officers to fellowship positions will contain a contingency

paragraph binding the member to this service requirement upon execution of the orders.

e. Utilization. Officers participating in the FEF program will serve at least one tour in a validated subspecialty position in either politico-military affairs, strategic planning, or program planning as soon as possible but not later than the second subsequent shore tour. Exceptions must be approved by Pers-00B. This policy will not be waived for personal preference. Utilization of Navy Federal Fellows will be tracked by Pers-440.

f. Program Review. The FEF program sponsor will convene an annual review board to recommend which institutions will continue their participation in the FEF program. Following the board's determination, the sponsor will decide how Navy's needs can be best served within funding constraints and allocate personnel to affordable fellowship opportunities. Program review will include liaison with appropriate subspecialty sponsors, Chief of Naval Education and Training (CNET), and Pers-00. The program sponsor will then forward recommendations to the Chief of Naval Operations (VCNO) (N09) for final approval. Upon receipt of VCNO approval, the OPNAVNOTE issued will provide guidance for the selection process.

6. Action

a. VCNO (N09). Approve FEF program fellowship positions on an annual basis.

b. Deputy Chief of Naval Operations (Plans, Policy, and Operations) (N3/N5)

(1) Serve as program chairperson and primary program sponsor.

(2) Issue policy guidance through annual notices, instructions and other correspondence as required.

(3) Determine on an annual basis which institutions will continue to participate in the FEF

23 January 1996

program and the tuition and Temporary Additional Duty (TAD) travel costs associated with each fellowship.

(4) Serve as chair for annual FEF program reviews in conjunction with N1, N8, and CNET to ensure the FEF program continues to support Navy requirements and to determine, in priority order, which fellowships should be made available for selection board action. Associated tuition and TAD funding costs and availability of funds should be included as factors in determining which fellowships should be made available for selection board action. Forward recommendations to VCNO for approval.

(5) Act as FEF Program Selection Board Sponsor.

(6) Notify respective institutions of selections made by the FEF Program Selection Board.

c. Director, Strategy and Policy Division (N51)

(1) Serve as administrator of the FEF program.

(2) Serve as reporting senior for officers assigned to the FEF program.

(3) Conduct a FEF program orientation and end-of-year seminar with Navy Fellows.

d. Chief of Naval Personnel (Pers-00)

(1) Provide policy guidance for the program as a part of the overall Navy Service College Program.

(2) Review the FEF program on an annual basis in conjunction with N3/N5, N8, and CNET, and initiate appropriate detailing actions.

(3) Provide selection board members.

(4) Receive FEF program applications, conduct initial screening of applicants for completeness, and forward applications for selection board action.

(5) Maintain administrative responsibility for the FEF Program Selection Board.

(6) Following selection, provide details with notification of individual selectee status.

(7) Maintain records of selection board actions.

(8) Review the program on an annual basis in conjunction with N3/N5, N8, and CNET.

(9) Maintain an updated listing of all prior fellows.

(10) Track utilization of Federal Executive Fellows, ensuring each serves a utilization tour during the first or second shore assignment following completion of the fellowship program.

e. Deputy Chief of Naval Operations (Resources, Warfare Requirements and Assessments) (N8). Review FEF program on an annual basis in conjunction with N3/N5, N1, and CNET.

f. Chief of Naval Education and Training

(1) Provide funding resources to support fully the FEF program. Availability of funds will be determined during the annual FEF program review.

(2) Review the FEF program on an annual basis in conjunction with N3/N5, N8, N1.

J. P. REASON

Deputy Chief of Naval Operations
(Plans, Policy and Operations) (N3/N5)

OPNAVINST 1500.72B
23 January 1996

Distribution:
SNDL Parts 1 and 2

Chief Naval Operations
(Code N09B34)
2000 Navy Pentagon
Washington DC 20350-2000 (257 copies)

SECNAV/OPNAV Directives Control Office
Washington Navy Yard Building 200
901 M Street SE
Washington DC 20374-5074 (60 copies)

Order from:
Naval Inventory Control Point
Cog "I" Material
700 Robbins Avenue
Philadelphia PA 19111-5098

Stocked: 300 copies

23 JAN 1996

APPLICATION PROCEDURES

1. Submit application for the Federal Executive Fellowship (FEF) program by letter, via the appropriate chain of command, to Pers-440 with a copy to the cognizant detailer. Include:

a. statement indicating the reasons for requesting consideration for the FEF program;

b. list of FEF institutions (in order of preference) to which applicant requests assignment as a Navy Fellow, if selected;

c. acknowledgment of the requirement to complete a utilization tour in politico-military affairs, strategic planning, or program planning during the first or second shore tour following participation in the FEF program;

d. statement explaining the impact of a FEF assignment and utilization tour on the applicant's career progression.

e. comprehensive "curriculum vitae" similar to the example provided at enclosure (2); and

f. current biography.

Submission of the information contained in the curriculum vitae and personal biography is on a voluntary basis for the purposes stated in the Privacy Act statement (bottom of enclosure (2)). Failure to provide information, however, could hinder the applicant's chances for selection to the fellowship program.

2. The FEF Program Selection Board will convene in November or December to select candidates for the academic year commencing the following August. Applications for consideration by the selection board must reach Pers-440 by not later than 1 October.

Enclosure (1)

23 JAN 1996

SAMPLE CURRICULUM VITAE

Commander D. J. Barber, USN
1110/030-30-3000
USS NEVERSAIL (CG-01)
FPO AP 98762-1234

Work Phone Number:
Home Address:
Home Phone Number:

Present Position:
Executive Officer

Educational Background:
University of California at Berkeley, Berkeley, CA, 1978-1982
-- B.A. in Political Science, Magna Cum Laude
Naval Postgraduate School, Monterey, CA, 1990-1992
-- MS in National Security Affairs, Strategic Planning,
Graduated with Distinction

Military Education:
As appropriate

Professional Background:

1982	Commissioned NROTC UCAL Berkeley
1982-1984	USS DDG, Main Propulsion Assistant
1984-1986	USS MSO, Executive Officer/Navigation
1986	Naval Destroyer School, Department Head Course, Graduated with Distinction
1986-1988	USS DDG, Weapons Officer
1988-1990	USS ATF, Commanding Officer
1990-1992	Naval Postgraduate School
1992-1995	Staff Plans Officer OPNAV Staff, Strategic Concepts Branch (N513) Washington, D.C.
1995	USS NEVERSAIL, Executive Officer

Professional Qualification:

- Qualified and Screened for Commander Command at Sea,
Surface
- Qualified TAO, SWO, EOOW
- Proven Subspecialty in Politico-Military/Strategic
Planning XX28Q
- Member Phi Beta Kappa Honor Society

Awards:
Navy Commendation Medal with "V"
Navy Achievement Medal

Enclosure (2)

23 JAN 1996

Publication/Articles/Papers:
(If applicable)

Other Relevant Experience:

Subspecialty and-Other Future Shore Assignment Goals:

BIOGRAPHY (include on separate page)

****Privacy Act Statement****

1. Authority: 5 U.S.C. 301, Departmental Regulations and E.O. 9397.
2. Principal purpose: For use by the annual Federal Executive Fellowship Selection Board as an aid in determining the best qualified/eligible applicants for selection to the Federal Executive Fellowship Program.
3. Routine use: Used in the FEF program selection process by the Federal Executive Fellowship Selection Board that is convened annually in November or December by the Chief of Naval Personnel.
4. Mandatory or voluntary disclosure and effects of individual not providing information: Disclosure is voluntary; however, failure to provide the information may hinder the applicant's chances for selection to the FEF program.